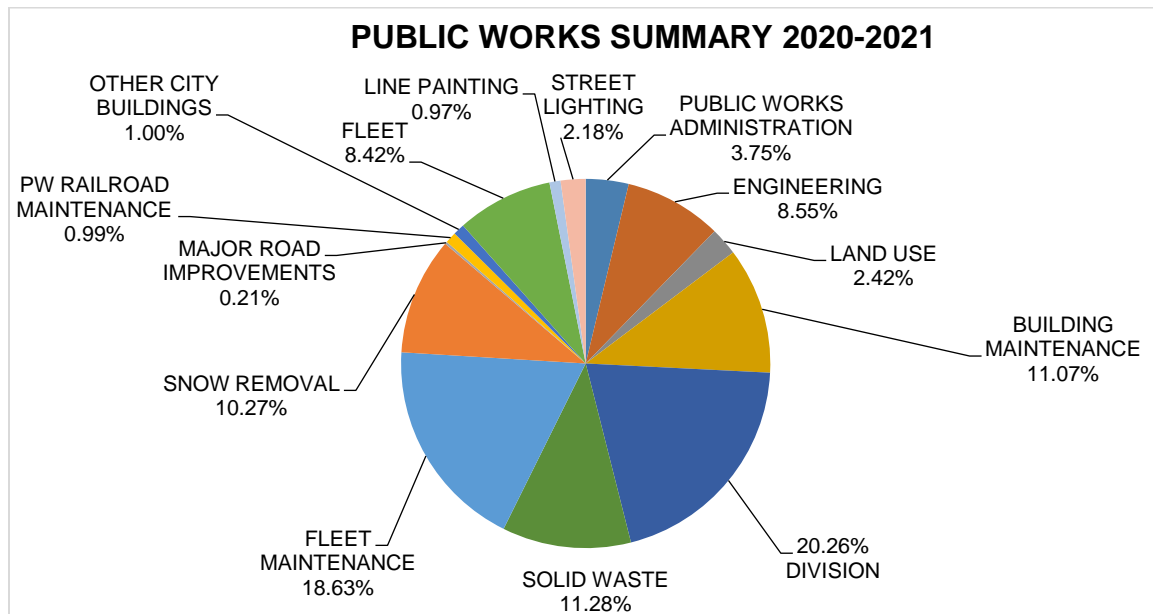


Public Works

Raymond A Rogozinski, P.E. Director
860-584-6125
publicworks@bristolct.gov

2020-2021 BUDGET GENERAL FUND EXPENDITURE SUMMARY FOR PUBLIC WORKS

ORGCODE	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
0013010	PW ADMINISTRATION	\$300,500	\$379,855	\$381,855	\$555,615	\$392,670
0013011	PW ENGINEERING	721,253	876,205	909,922	967,745	895,420
0013012	PW LAND USE	235,607	328,190	249,345	254,145	253,845
0013013	PW BUILDING MAINTENANCE	1,064,950	1,132,640	1,144,140	1,172,255	1,159,935
0013015	PW STREETS	1,798,474	2,002,290	2,087,447	2,176,105	2,122,005
0013016	PW SOLID WASTE	1,014,908	1,052,845	1,121,380	1,221,385	1,181,385
0013017	PW FLEET MAINTENANCE	1,952,074	1,949,980	1,991,195	1,975,715	1,951,715
0013018	PW SNOW REMOVAL	1,061,469	1,048,000	1,060,955	1,093,500	1,075,500
0013019	PW MAJOR ROAD IMPROVEMENTS	4,774,818	1,522,000	4,700,538	1,522,000	22,000
0013020	PW RAILROAD MAINTENANCE	84,936	44,300	70,840	44,300	44,300
0013021	PW OTHER CITY BUILDINGS	87,574	111,500	113,950	112,000	104,500
0013025	PW PERMANENT PATCH UTILITY TRENCHES	3,295	0	3,295	0	0
0013026	PW FLEET	1,489,805	1,138,000	1,233,000	1,361,000	818,000
0013027	PW LINE PAINTING	105,564	111,025	183,986	114,500	102,025
0013028	PW STORM WATER MAINTENANCE	0	0	0	0	0
0013040	PW STREET LIGHTING	211,076	228,000	228,000	228,000	228,000
TOTAL PUBLIC WORKS		\$14,906,303	\$11,924,830	\$15,479,848	\$12,798,265	\$10,351,300



Budgetary Highlights

The 2020-2021 Public Works budget of \$10,351,300 is a 13.20% decrease from the 2020 fiscal year budget primarily due to the funding for the Major Road Improvements being removed from the General Fund to a newly established Road Improvements Fund, budgeted in Operating Transfers.

Mission Statement

The Public Works Department will work to maintain the City's infrastructure, environment and assets to maximize community investment and customer satisfaction through the efficient and courteous delivery of services to residents and businesses.

Service Narrative

Public Works is accountable for the planning, design, development, construction, and maintenance of the City's infrastructure which includes: roadways, bridges, railroad spur, buildings, grounds, and storm water systems. Public Works also includes land use development planning, maintenance of City vehicles and equipment, collection of solid waste refuse and recycling materials, and snow and ice control on the roadways.

Public Works has several divisions designed to provide specific services. These consist of the following: Administration, Engineering, Land Use, Building Maintenance, Streets, Solid Waste, Fleet Maintenance, Snow Removal, Major Road Improvements, Railroad Maintenance, Other City Buildings, Line Painting, Fleet and Street Lighting. The separate Solid Waste Disposal and Transfer Station funds are Special Revenue Funds.

Summary of Fiscal Year 2020-2021 Budget:

- Initiate and implement Asset Management program to track service request, repair cost and determine asset life cycle cost to improve efficiencies and level of service for the Fleet Division.
- Scan and electronically organize all Department existing documents.
- The separation of WPC operations from DPW has allowed the Department to utilize the division's Excavation Inspector to focus on improving utility roadway patches, pavement markings and service request response.
- Revise city Zoning Regulations. Proposed revisions would consist of a complete re-write of existing regulations to modernize and clarify zoning provisions. Revised regulations would be written in plain English, free of technical terminology.
- Expand major roadway work to include replacement of roadway curbing (full roadway length) to maintain curb reveal. Roadway curbing replacement will also include limiting concrete curb to the Federal Hill section of the City.
- Addressed increased cost to dispose of municipal single stream recycling. Current recycling processing cost is based on commodity market price of recyclable items. Due to the continuing decline in recycling commodity prices City processing costs have increased from \$75/ton to approximately \$85/ton.

Fiscal Year 2021 Goals:

- Utilize Asset Management to update the Departments long term capital improvement program for all Department assets (roadways, building facilities, vehicles and equipment).
- Construct 80 space paved parking lot on Centre Square adjacent to Hope Street complete with asphalt pavement, curbing, storm drainage and electrical utilities.
- Install a 1.1 MW photovoltaic solar panel arrays on a portion of the un-used landfill.
- Continue to promote Reduce, Recycle, Reuse (RRR) program to reduce municipal solid waste quantities in order to reduce recycling and refuse disposal cost.
- Implement programs to achieve a Silver Level Certification in the Sustainable CT Program.
- Renew CT DEEP Landfill Stewardship permit.
- Analyze use of GPS for snow operation vendors to monitor location and work performed.
- Assist the Economic and Community Development Department to support and implement projects to expand economic development; in particular, the City initiative to redevelop the City's downtown area.
- Update multiyear vehicle and equipment replacement program analyzing and outlining service needs of the department.

- Improve parts inventory system and controls within the Department, in particular, the Fleet and Solid Waste divisions. The objective is to improve supply chain systems to reduce stored parts within Fleet and identify/obtain and store on-site specialized HVAC equipment required to service City buildings.

Long Term Goals:

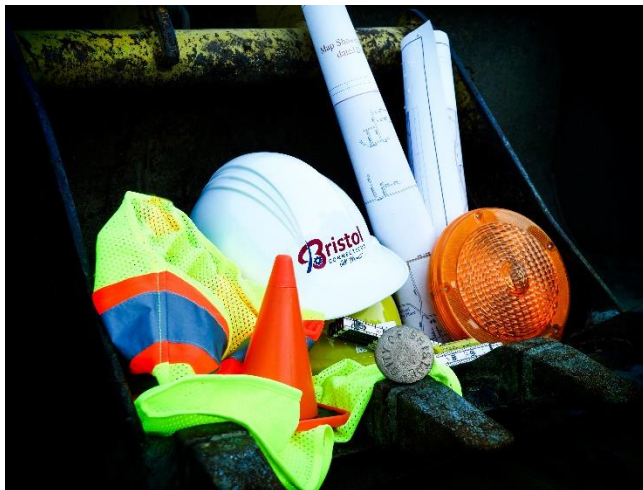
- Investigate availability of grants to reduce City cost to improve public facilities, infrastructure and roadway conditions.
- Update City Inland wetland map to delineate City wetlands.
- Investigate use of alternate fuels and technologies to improve energy efficiencies and reduce the Department's building HVAC and fleet energy cost.
- Investigate alternatives for roadway surface treatments/ pavement management processes.
- Improve roadway pavement markings on City roads to support autonomous and self-driving vehicles.
- Implement use of technologies to improve Department efficiency and level of service.

Board of Public Works

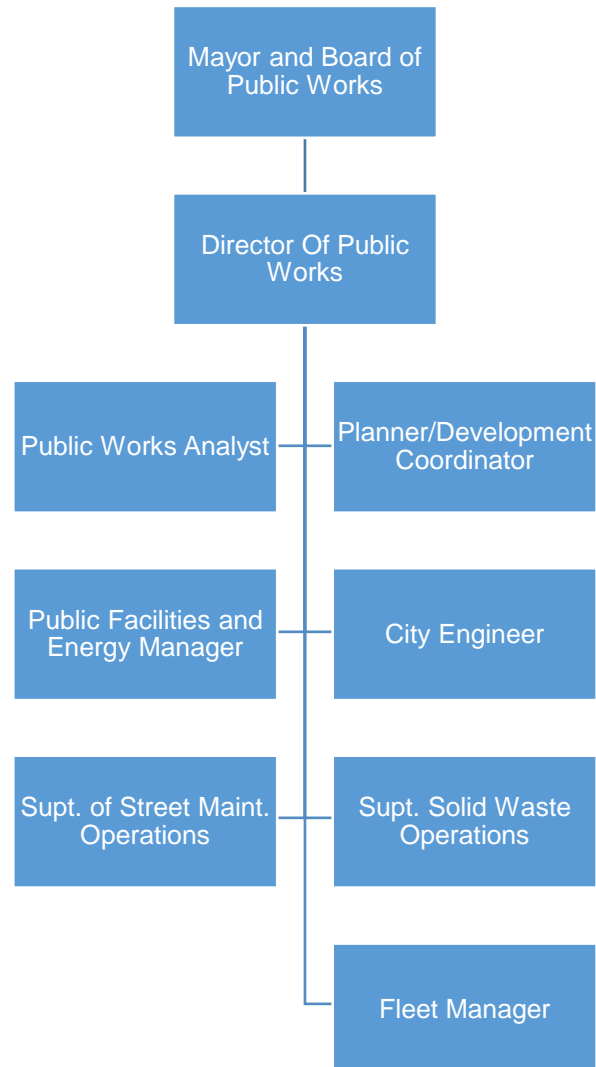
Mayor Ellen Zoppo-Sassu, Chairperson
Frank Stawski
Donald Padlo
Michael Dumas
Mary Fortier
Gregory Hahn
Peter Kelly

Expiration of Term

11/2021
02/2023
02/2022
02/2021
11/2021
11/2021
11/2021



Organizational Chart



Public Works - Administration

Service Narrative

The Public Works Administration Division handles all administrative support functions for the Department. The Division supports both the Board of Public Works and its various committees. The Public Works customer service front desk doubles as the telephone switchboard for all of City Hall. Residents visiting Public Works are greeted at the customer service desk and staff strives to provide friendly and efficient service. The Division is responsible for the Department payroll, accounts receivable and accounts payable. The Division manages all resident requests, the sale of transfer station permits, Pay as You Throw (PAYT) funds, yard waste program subscriptions, and bulk pick-up scheduling.

Fiscal Year 2020 Goals and Accomplishments:

- Expanded support of administrative functions to the Street, Solid Waste, Building and Engineering Divisions.
- Continued to improve Public Works communication with residents via social media (Facebook page - Facebook.com/BristolPW, Twitter (@BristolPW) and mailing lists created using CivicPlus, the City's web provider.
- Provided "Welcome Packages" to new homeowners in Bristol to promote the services that Public Works has available.
- Provided public outreach and education regarding Pay As You Throw at the Transfer Station "What's In/What's Out" recycling guidance and Recycle Coach usage.
- Promoted Department's Reduce, Reuse and Recycle (RRR) education program (developed presentation for the 3rd grade students, installed vegetable gardens at City schools and conducted five workshops). This program also collected books, plastic, wedding dresses and sports equipment to reduce items disposed of as solid waste.
- Continued to expand use of online complaints, illegal bulk reporting and building landlord database.
- Managed electronic collection and shredding events at City farmers market.
- Implemented and assisted Solid Waste Division in the development of the "Trash to Treasure" program designed to educate residents in "Reduce, Reuse and Recycling"
- Increased employee training and education.
- Developed and implemented an employee recognition program.
- Implemented the use of digital forms and applications to increase residential access to Department services via the website.

Summary of Fiscal Year 2020-2021 Budget:

- Continued cross training of employees and education programs to improve efficiency and enhance service to public.
- Create outdoor classrooms in all Bristol public schools.
- Scan and electronically organize/ file all Department existing documents.
- Initiate/ implement Asset Management program to track service request, repair cost and determine asset life cycle cost to improve efficiencies and level of service.

Fiscal Year 2021 Goals:

- Identify efficiencies in processes and enable residents to utilize self-service where possible.
- Expand development of Department's RRR program, increase student, BOE outreach and education programs, enlarge targeted collection programs for items such as sport equipment and clothing, increase awareness of composting through partnership programs with City garden clubs and work with BOE on the Department's outdoor classroom initiative. RRR program development includes benchmarking and quantitating savings of solid waste reduction.

Long Term Goals:

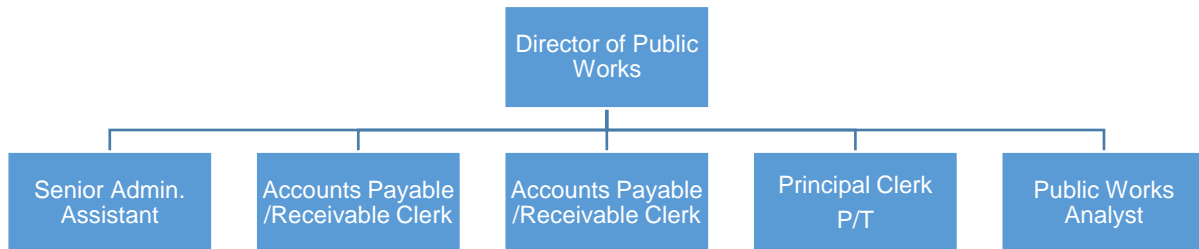
- Identify efficiencies in processes and enable residents to utilize self-service where possible.
- Find and develop other avenues of communication with the public.

Performance Measures**Quantitative:**

	FY 2018	FY 2019	FY 2020
Residential Transfer Stations Permits Sold	8,593	9,078	11,616
Bulk Pickups Scheduled	3,064	3,048	3,249
Yard Waste Program Members	3,685	3,782	4,188

Expenditure and Position Summary

	2019 Actual	2020 Estimated	2021 Budget
Salary Expenditures	\$288,759	\$354,855	\$371,170
Full time Positions	5.5	5.5	5.5

Organizational Chart

Budget Highlights

0013010 PUBLIC WORKS ADMINISTRATION

OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$261,972	\$330,050	\$328,050	\$342,860	\$345,415
515100		OVERTIME	1,861	1,155	3,155	1,410	1,410
515200		PART TIME	22,546	21,550	21,550	21,945	21,945
517000		OTHER WAGES	2,380	2,100	2,100	2,400	2,400
TOTAL SALARIES			\$288,759	\$354,855	\$354,855	\$368,615	\$371,170
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$2,430	\$2,500	\$4,500	\$3,500	\$3,500
553100		POSTAGE	2,221	3,000	3,000	3,000	3,000
554000		TRAVEL REIMBURSEMENT	1,462	0	0	0	0
555000		PRINTING AND BINDING	239	0	0	0	0
581120		CONFERENCES AND MEMBERSHIPS	1,254	3,500	3,500	4,500	4,500
581135		SCHOOLING AND EDUCATION	300	11,000	11,000	11,000	5,500
581145		EMPLOYEE RECOGNITION	739	2,000	2,000	2,000	2,000
581150		MISCELLANEOUS BOND EXPENSE	1,418	800	800	800	800
TOTAL CONTRACTUAL SERVICES			\$10,063	\$22,800	\$24,800	\$24,800	\$19,300
SUPPLIES AND MATERIALS							
569000		OFFICE SUPPLIES	\$1,678	\$2,200	\$2,200	\$2,200	\$2,200
TOTAL SUPPLIES AND MATERIALS			\$1,678	\$2,200	\$2,200	\$2,200	\$2,200
CAPITAL OUTLAY							
579999		CAPITAL OUTLAY	\$0	\$0	\$0	\$160,000	\$0
TOTAL CAPITAL OUTLAY			\$0	\$0	\$0	\$160,000	\$0
TOTAL PW ADMINISTRATION			\$300,500	\$379,855	\$381,855	\$555,615	\$392,670

Public Works - Engineering

Nancy Levesque, City Engineer
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860-584-6113

Service Narrative

The Engineering Division plans, designs and supervises various types of capital improvement projects for the installation and maintenance of the roadway infrastructure, including storm drainage, roads, sidewalks and bridges. The staff also reviews and oversees construction of maintenance work and capital improvement projects funded through the City Public Buildings program. The Division also provides engineering assistance to other City departments, boards and commissions for infrastructure improvements as proposed for private development.

The Division implements the City's expanded major roadway maintenance programs and projects including, bridges and major culverts, drainage improvements and upgrades, milling, reclaiming, pavement resurfacing, roadside barriers, and line striping.

The Division reviews and supervises the construction of infrastructure improvements conducted by contractors and private developers.

The Division uses digital imaging, computer-aided design and drafting equipment to complete designs and update City mapping. In addition, the Engineering Division staff is continually updating the City's GIS system.

The staff issues permits for and inspects sidewalks, driveways and utility installations. The staff will also assist the public on a variety of technical issues, wetlands and flood plain questions, and respond to requests for information.

Fiscal Year 2020 Goals and Accomplishments:

- Managed road resurfacing and pavement management program to increase roadway condition rating to 80 (scale 1-100).
- Reduced backlog of Capital Improvement Projects (CIP) by completing Lexington Street storm drainage and reconstruction, reconstruction of Sharon Street, Dover Street, Warren Street and New Hampshire Drive along with replacing concrete floor at DPW Vincent P. Kelly Road facility. CIP projects completed within budget.
- Increased coordination with public utility companies to limit disturbance of newly paved roadways.
- Reduced service request response time and street light outage time by improving coordination with City street light service vendor and Eversource electric.
- Amended City Land Use storm water permit requirements to comply with State DEEP associated with Municipal Separate Storm Sewer System (MS4) program requirements.
- Implemented new roadway paving techniques to improve and eliminate pavement seam separation.
- Installed City storm drainage to eliminate discharge of private discharge to City roads, preventing ice formation and damage to City roads.
- Coordinate State DOT proposed projects in the downtown area (Reconstruction of Route 69/72, Realignment of Route 72 (Brackett Park area)
- Administered Department of Public Works Major Road Improvement, Railroad Maintenance, Line Painting and Street Lighting programs.
- Provided engineering services to other City Departments such as Economic and Community Development (ECD), Parks, Recreation, Youth and Community Services and Board of Education.
- Reorganized the Engineering Division in response to recruiting and retention challenges for the Assistant City Engineering through elimination of this position and creation of a Project Manager.

Summary of Fiscal Year 2020-2021 Budget:

- The separation of WPC operations from DPW has allowed the Division to utilize the Division's Excavation Inspector to focus on improving utility roadway patches, pavement markings and service request response.
- Prepare handicap ramp study and assessment of City roadways with an ADA transition plan in accordance with State and Federal regulations.
- Scan and electronically file/manage Division records.

Fiscal Year 2021 Goals:

- Manage rehabilitation and replacement of the Memorial Blvd, Downs Street, East Street, Mellen Street, Jerome Avenue and Louisiana Street bridges, on budget and in accordance with DOT, Federal Highway and LOTCIP requirements.
- Reduce impact of pavement patches on City roads installed by private and public utilities by expanding the permanent patch and milling and paving program.
- Improve and expand public access to the Department of Public Works Graphical Information System (GIS).
- Maintain existing pavement management and resurfacing program to improve surface conditions of City roadways.
- Update City roadway and utility standards and details.
- Maintain high level and ensure compliance with City roadway and infrastructure construction standards.
- Streamline/improve Division permit process through online permitting.
- Support /assist Economic and Community Development Department with implementation of projects that support economic development within the City.

Long Term Goals:

- Continue roadway pavement management program to improve pavement surface conditions of City roads.
- Increase training and education of Engineering Division staff.
- Obtain grants to improve public facilities, infrastructure and roadway conditions.

Performance Measures

Quantitative:

	FY 2018	FY 2019	FY 2020
Major Design Projects-Completed	8	5	6
Major Survey Projects-Completed	3	2	4

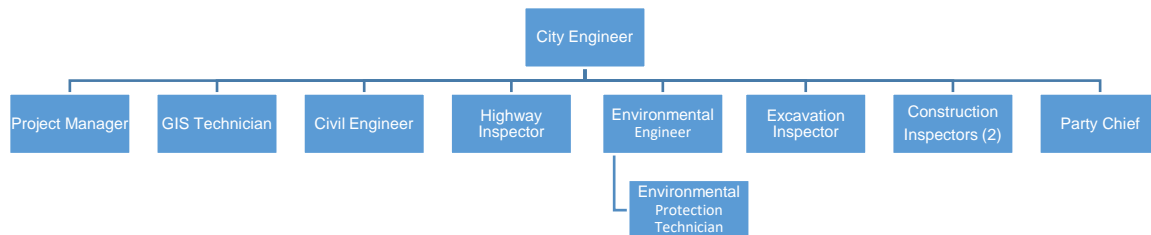
Qualitative:

Staff completed design, inspection and contract administration of capital projects for sanitary sewer, sidewalk and roadway and building improvements.

Expenditure and Position Summary

	2019 Actual	2020 Estimated	2021 Budget
Salary Expenditures	\$658,771	\$816,905	\$835,620
Full time Positions	12	11	11

Organizational Chart



Budget Highlights

0013011

PUBLIC WORKS ENGINEERING

OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$632,404	\$801,730	\$801,730	\$820,445	\$820,445
515100		OVERTIME	25,506	15,175	15,175	15,500	15,175
517000		OTHER WAGES	861	0	0	0	0
TOTAL SALARIES			\$658,771	\$816,905	\$816,905	\$835,945	\$835,620
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$53,098	\$50,000	\$81,050	\$50,000	\$50,000
543000		REPAIRS AND MAINTENANCE	1,387	3,500	3,500	3,500	1,500
555000		PRINTING AND BINDING	298	300	300	300	300
581120		CONFERENCES AND MEMBERSHIPS	1,342	1,500	1,500	1,500	1,500
581135		SCHOOLING	525	0	0	0	0
TOTAL CONTRACTUAL SERVICES			\$56,650	\$55,300	\$86,350	\$55,300	\$53,300
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$5,832	\$4,000	\$6,667	\$6,500	\$6,500
TOTAL SUPPLIES AND MATERIALS			\$5,832	\$4,000	\$6,667	\$6,500	\$6,500
CAPITAL OUTLAY							
579999		CAPITAL OUTLAY	\$0	\$0	\$0	\$70,000	\$0
TOTAL CAPITAL OUTLAY			\$0	\$0	\$0	\$70,000	\$0
TOTAL PW ENGINEERING			\$721,253	\$876,205	\$909,922	\$967,745	\$895,420

Public Works – Land Use

Robert M. Flanagan, AICP – City Planner

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Service Narrative

The Land Use Division works with public officials and agencies, the private sector and the general public to monitor and guide the growth, development and conservation of the City. The staff of the Division provides administrative and technical services to six City boards: Planning Commission, Zoning Commission, Conservation/Inland Wetlands and Watercourses Commission (IWWC), Zoning Board of Appeals, Historic District Commission, and Aquifer Protection Agency.

Services provided by the Division include receiving and processing land use applications, preparing legal notices, meeting agendas, correspondence and meeting minutes, keeping the official records of the boards, and providing land use, zoning and development information to the public, attorneys and other land use professionals.

The staff of the Division also provides technical expertise and administrative assistance in the preparation and update of the City's Plan of Conservation and Development, the preparation of other planning studies, and the development and amendment of the City's regulatory tools (Zoning Regulations, Zoning Map, Subdivision Regulations, Inland Wetlands Regulations (IWWC), Historic District Guidelines, and Aquifer Protection Area Regulations).

Fiscal Year 2020 Goals and Accomplishments:

- Drafted amendments to the Zoning Regulations that eliminated special permit requirements for environmental remediation projects, permit assisted living establishments in the downtown zone and removed the prohibition on building murals and wall art.
- Assisted Board of Education (BOE) consultants in the land use planning for the Memorial Boulevard Intradistrict Arts Magnet School redevelopment.
- Organized a land use training for all Land Use Commissioners under the direction of UConn/CLEAR at City Hall. The session reviewed the legal requirements, procedures, roles and responsibilities of land use boards and commissions.
- Attained compliance with State of Connecticut MS-4 permit requirements by adding a Stormwater Management section to the Zoning Regulations.

- Installed provisions in the Land Use office to accept credit card payments for permit applications.

Summary of Fiscal Year 2020-2021 Budget:

- Facilitate pre-application meetings and field walks with applicants prior to the formal application submission to expedite Land Use permit application processing.
- Continue to provide support to Downtown property and property owners of underutilized property owners along the Route 6 Corridor (Farmington Avenue) to promote development.
- Revise City Zoning Regulations. Proposed revisions would consist of a complete re-write of existing regulations to modernize and clarify zoning provisions. Revised regulations would be written in plain English, meaning that are free of technical terminology.

Fiscal Year 2021 Goals:

- Continue to support changes that provide increased flexibility to prospective property owners with respect to parking, especially in the BD (Downtown Business) zones.
- Continue to enhance the land use process by utilizing the City of Bristol land use Board and Commission websites.
- Provide additional training to Land Use Commissioners (City ethics standards, freedom of information, Robert's Rules and City policies.)

Long Term Goals:

- Staff will continue to seek out on-going training and educational opportunities for all Land Use Commissioners.
- Examine additional opportunities to update and improve procedures that make the land use process more efficient and responsive to constituent needs.
- Update City inland wetland map to delineate City wetlands.

Performance Measures**Quantitative:**

	FY 2018	FY2019	FY2020
Zone Changes/Zoning TExt. Amendments	3/2	5/6	7
Special Permits	11	16	22
Site Plans	13	11	20
Subdivisions	5	3	1
<i>Wetlands Permits</i>			
Commission- Approved	16	19	20
Administratively- Approved	65	58	90
Wetlands Boundary Changes	0	3	3
Zoning Appeals	2	2	1
Zoning Variances	12	10	11
Zoning Certificate of Approval (Motor Vehicle Uses)	4	8	1
Certificates of Appropriateness	6	5	6
Aquifer Protection Area Registrations (Renewals)	5	2	0

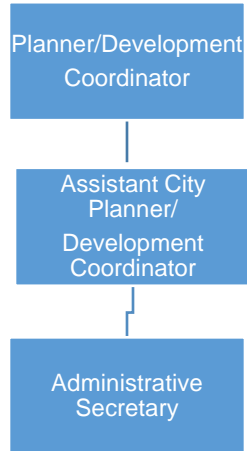
Qualitative:

The Land Use Division continues to use the City's website as a primary means of communications, providing the public with timely, accurate, and helpful information about the activities of the Land Use Office and the boards and commissions that it serves. The online version of agendas include hyperlinks to pending land use applications, legal notices and projects with which the Division is involved along with up-to-date maps and regulations.

Expenditure and Position Summary

	2019 Actual	2020 Estimated	2021 Budget
Salary Expenditures	\$220,533	\$235,245	\$240,145
Full time Positions	3	3	3

Organizational Chart



Budget Highlights

0013012 PUBLIC WORKS LAND USE

OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$213,607	\$301,645	\$227,210	\$231,700	\$231,700
515100		OVERTIME	6,135	12,445	8,035	8,445	8,445
517000		OTHER WAGES	791	0	0	0	0
TOTAL SALARIES			\$220,533	\$314,090	\$235,245	\$240,145	\$240,145
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$165	\$300	\$300	\$0	\$0
553100		POSTAGE	1,156	1,200	1,200	1,200	1,200
554000		TRAVEL REIMBURSEMENT	0	100	100	0	0
555000		PRINTING AND BINDING	263	0	0	0	0
557700		ADVERTISING	10,986	9,000	9,000	9,000	9,000
581120		CONFERENCES AND MEMBERSHIPS	2,186	3,000	3,000	3,300	3,000
581135		SCHOOLING AND EDUCATION	95	0	0	0	0
TOTAL CONTRACTUAL SERVICES			\$14,851	\$13,600	\$13,600	\$13,500	\$13,200
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$0	\$0	\$0	\$0	\$0
569000		OFFICE SUPPLIES	223	500	500	500	500
TOTAL SUPPLIES AND MATERIALS			\$223	\$500	\$500	\$500	\$500
TOTAL PW LAND USE			\$235,607	\$328,190	\$249,345	\$254,145	\$253,845

Public Works – Building Maintenance

David P. Oakes, Public Facilities and Energy Manager

860-584-6107

davidoakes@bristolct.gov

Service Narrative

The Building Maintenance Division is responsible for and oversees all maintenance, renovation and capital outlay projects for City Hall and the Police-Court Complex, Youth and Community Services Division, along with infrastructure maintenance of the Libraries, Beals Senior Community Center, Animal Control Facility, five Fire Stations, the City Yard and any vacant schools. Duties include coordination with outside vendors and day to day functions that are required to keep the city buildings operating at an efficient level. The Division also provides all custodial services for City Hall, Police Complex, and Youth and Community Services Division.

Fiscal Year 2020 Goals and Accomplishments:

- Conversion of City Hall, Police Complex and Fire Headquarters boilers from heating oil to natural gas. Work included gas line installations, boiler burner replacements and modifications, and underground storage tank removal abandonment.
- Improvements to Parks Department City Hall office to transition staff from 51 High Street.
- Completed renovation to the Police Complex Training Room.
- Completed energy conservation project to install LED lighting at the City Main Library and replacement of Exterior lighting at Senior Center and gym area.
- Replacement of HVAC chiller units at the Police Complex and City Hall chill water air handler coil and the electric feed to Senior Center chiller.
- Closure of State Judicial Superior Court at 131 North Main Street.
- Completed various boiler mechanical upgrades in City buildings in order to comply with State of CT guidelines and standard insurance provider and conduct a steam trap mechanical study at City Hall and Police Complex to identify deficiencies and repair and replace failed units.
- Replace existing flat roof and restore vestibules (to maintain historic aesthetic) at the 51 High Street building.
- Complete site condition assessment of Fire Headquarters in conjunction with engineering consultant, to provide construction documents for the mechanical improvements, kitchen upgrades and building envelope.
- Worked with engineering consultant on evaluation of Police Complex HVAC and electrical infrastructure to plan future capital projects.
- Developed architectural concept plan and cost analysis to renovate City Hall facility. Plan evaluates project to perform complete “renovate as new” renovation, with addition to provide ADA accessible elevator along with site improvements with handicap parking.
- Due to the age of City Hall mechanical systems a portion of the equipment has exceeded its anticipated life cycle. As a result, maintaining a satisfactory level of service is a challenge to Department resources. With the assistance of the Board of Education (BOE) Facility Manager the Department developed/expanded a preventive maintenance program.

Summary of Fiscal Year 2020-2021 Budget:

- Coordinate with BOE Facilities Division for shared services to reduce overall operating costs.
- Evaluate architectural concept plan and cost analysis to renovate facility “as new” to determine and define long term facility strategy for City Hall.

Fiscal Year 2021 Major Service Level Goals:

- Maintain Building Maintenance operational levels.
- Establish an annual contract to provide inspections and services on all City buildings roof systems to maintain existing warranties.
- Develop an inventory of HVAC stock supplies (motor, pumps and miscellaneous components) to proactively be prepared for breakdowns and minimize downtime of equipment.
- Implement programs to achieve a Silver Level Certification in the Sustainable CT Program.
- Develop and implement plan to improve energy efficiency to reduce cost.
- Complete lead abatement of former gun range at City Hall for future use.
- Perform Exterior improvements and boiler replacement at 51 High Street building.
- Develop capital improvement schedule to maintain existing building infrastructure.
- Obtain a silver certification in the Sustainable CT Program.

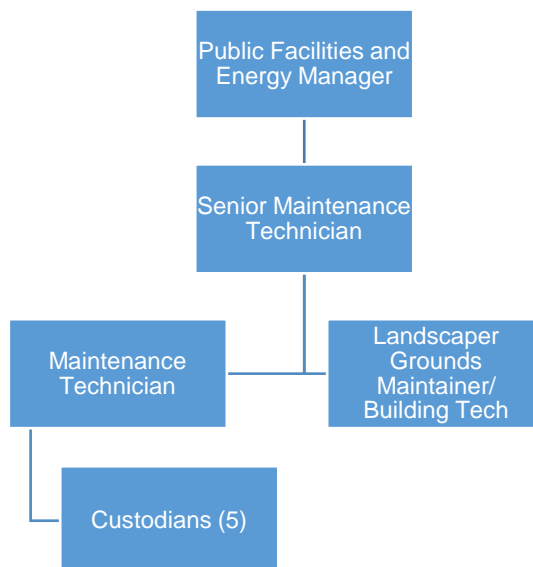
Long Term Goals:

- Establish a long term capital improvement program for all building facilities, for the replacement of equipment assets and infrastructure, including but not limited to: HVAC equipment, roofing systems, underground storage tank removals, fire safety systems, elevators, windows and doors.

Expenditure and Position Summary

	2019 Actual	2020 Estimated	2021 Budget
Salary Expenditures	\$534,753	\$561,010	\$583,935
Full time Positions	10	9	9

Organizational Chart



Budget Highlights

0013013

PUBLIC WORKS BUILDING MAINTENANCE

OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$471,527	\$511,900	\$511,900	\$522,545	\$522,545
515100		OVERTIME	47,116	20,000	33,870	49,320	45,000
517000		OTHER WAGES	16,110	15,240	15,240	16,390	16,390
		TOTAL SALARIES	\$534,753	\$547,140	\$561,010	\$588,255	\$583,935
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES	\$1,335	\$8,000	\$8,000	\$8,000	\$8,000
541000		PUBLIC UTILITIES	270,201	280,000	280,000	280,000	280,000
541100		WATER AND SEWER CHARGES	12,820	12,500	12,500	12,500	12,500
543000		REPAIRS AND MAINTENANCE	111,644	160,000	156,130	160,000	160,000
553000		TELEPHONE	315	500	500	500	500
561400		MAINTENANCE SUPPLIES	17,767	25,000	25,000	26,500	26,500
581120		CONFERENCES AND MEMBERSHIPS	352	500	500	500	500
581135		SCHOOLING AND EDUCATION	562	0	0	0	0
581740		CHRISTMAS LIGHTS	395	0	0	0	0
		TOTAL CONTRACTUAL SERVICES	\$415,391	\$486,500	\$482,630	\$488,000	\$488,000
SUPPLIES AND MATERIALS							
562100		HEATING OIL	\$111,882	\$95,000	\$95,000	\$88,000	\$88,000
562200		NATURAL GAS	2,924	4,000	4,000	0	0
570400	19042	MACHINERY & EQUIPMENT	0	0	1,500	0	0
		TOTAL SUPPLIES AND MATERIALS	\$114,806	\$99,000	\$100,500	\$88,000	\$88,000
CAPITAL OUTLAY							
579999		EQUIPMENT	\$0	\$0	\$0	\$8,000	\$0
		TOTAL CAPITAL OUTLAY	\$0	\$0	\$0	\$8,000	\$0
		TOTAL PW BUILDING MAINTENANCE	\$1,064,950	\$1,132,640	\$1,144,140	\$1,172,255	\$1,159,935



Public Works – Streets

Craig Kasparian, Superintendent of Streets
860-584-7792 Ext.. 1
CraigKasparian@bristolct.gov

Service Narrative

The Streets Division of Public Works is responsible for the maintenance and construction duties related to all street appearances and some of its facilities. A general description of work performed follows: storm water control encompasses street drain and catch basin installation, repair and maintenance which includes pavement of roads, curbing (repairs and installation), pot holes, driveway aprons, and trench repairs. Masonry work performed includes repair of bridges, repair and construction of sidewalks, retention walls, basins and floors. Roadside maintenance is associated with tree maintenance (removals, trimming, brush cutting, stumping and planting). Snow and ice controls during the winter season include snowplowing, road treatments, and hauling of de-icing materials and snow. Sweeping operations involves the removal of minor debris from the roadways and municipal properties.

Fiscal Year 2020 Goals and Accomplishments:

- Improved maintenance response time for addressing pavement patches, bituminous curbing, and driveway aprons along with retaining wall, storm drainage, concrete sidewalk and roadway mill and asphalt patching projects.
- Constructed a 64 space paved parking lot complete with storm drainage and electrical utilities to service Muzzy Field (estimated saving \$130,000).
- Created new Sign Shop and implemented program to install missing and damaged street identification (name) signs. Sign Shop also provided signs to other City Departments.
- Performed right of way lawn maintenance and spring street sweeping program.
- Maintained City operated storm water detention ponds.
- Provided emergency support during severe weather situations.
- Replaced concrete floor of Street garage at Vincent P. Kelly Road.
- Purchased additional “pavement hot box” which allows the Department to assign two work crews to keep asphalt hot for roadway patching, curbing and driveway apron repairs.

Summary of Fiscal Year 2020-2021 Budget:

- Improve maintenance of City roads to reduce service requests and improve public safety.
- Continue to implement measures to enhance Department image with events such as “Community touch a truck” and provide assistance to the “All Heart” School Gardens Outdoor Classrooms programs.

Fiscal Year 2021 Goals:

- Construct 80 space paved parking lot on Centre Square adjacent to Hope Street complete with asphalt pavement, curbing, storm drainage and electrical utilities.
- Investigate use of equipment and implement procedures to improve worker safety.
- Develop user guide for Sign Shop operations to improve efficiency.

Long Term Goals:

- Implement use of technology to improve Department efficiency and increase the level of service provided to residents.
- Develop in-house training program for heavy and light equipment operators.
- Implement use of technology to improve Division efficiency and increase the level of service provided to residents.
- Expand Division to take on larger projects.

Statistics

Miles of Road	254
Miles of Storm Drains	219.9
Catch Basins	8,500
Bridges	25

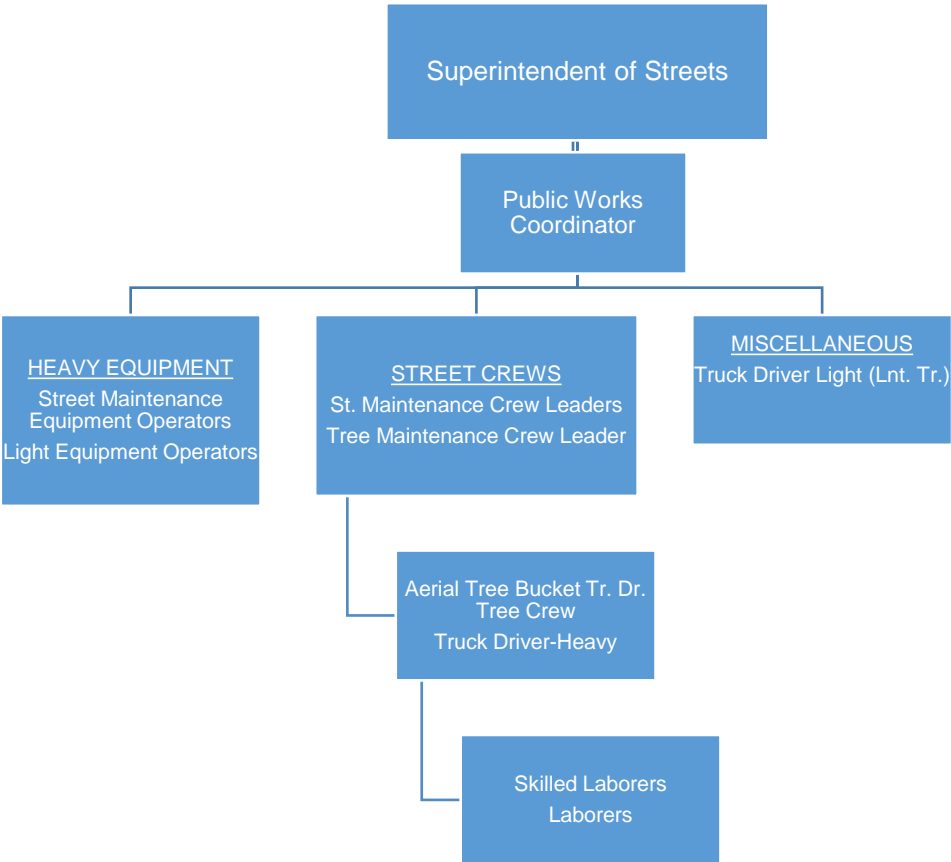
Performance Measures**Quantitative:**

Fiscal Years	FY 2018	FY 2019	FY 2020
Tree Removal	35	40	47
Brush Cutting	20 miles	25 miles	31
Tree Planting	10	23	8
Tall Grass Abatement	20 properties	22 properties	3 properties
Catch Basin Cleaning	800	680	690
Catch Basin Repair	60	65	72
Drainage Pipe	500	400	620
Paving	1,900 sq. yds.	2,100 sq. yds.	5,200 sq. yds.
Curbing	6 miles	7 miles	5.7 miles
Street Sweeping	234 miles	234 miles	234 miles

Expenditure and Position Summary

	2019 Actual	2020 Estimated	2021 Budget
Salary Expenditures	\$1,558,010	\$1,907,390	\$1,938,305
Full time Positions	33	34	34

Organizational Chart



Budget Highlights

0013015

PUBLIC WORKS STREETS

OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$1,517,859	\$1,790,090	\$1,867,280	\$1,947,405	\$1,898,305
515100		OVERTIME	37,933	28,000	35,110	40,000	40,000
517000		OTHER WAGES	2,218	5,000	5,000	0	0
TOTAL SALARIES			\$1,558,010	\$1,823,090	\$1,907,390	\$1,987,405	\$1,938,305
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$1,010	\$1,000	\$1,000	\$1,000	\$1,000
543000		REPAIRS AND MAINTENANCE	27,857	16,500	13,500	16,500	16,500
543050		STREETSCAPE MAINTENANCE	7,939	10,000	10,000	10,000	10,000
544400		RENTS AND LEASES	14,892	20,000	20,000	10,000	10,000
554000		TRAVEL REIMBURSEMENT	0	0	0	0	0
581120		CONFERENCES AND MEMBERSHIPS	1,207	1,200	1,200	1,200	1,200
581135		SCHOOLING AND EDUCATION	1,410	0	0	0	0
TOTAL CONTRACTUAL SERVICES			\$54,315	\$48,700	\$45,700	\$38,700	\$38,700
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$137,740	\$125,000	\$120,157	\$135,000	\$130,000
570900	19019	SIGN MACHINE	33,687	0	0	0	0
589200		SIGNS	14,722	5,500	14,200	15,000	15,000
TOTAL SUPPLIES AND MATERIALS			\$186,149	\$130,500	\$134,357	\$150,000	\$145,000
TOTAL PW STREETS			\$1,798,474	\$2,002,290	\$2,087,447	\$2,176,105	\$2,122,005

Public Works – Solid Waste

Josh Corey, Superintendent of Solid Waste

860-584-7792 Ext. 2

joshcorey@bristolct.gov

Service Narrative

The Solid Waste Division of the Public Works Department is charged with curbside collection of residential solid waste including rubbish, recycling, yard waste, bulk waste, leaves, brush, and Christmas trees. The Division is also responsible for operation and management of the Solid Waste Transfer Station, Compost Site, and Landfill and for compliance with State of Connecticut recycling guidelines, participating in the Code Enforcement Committee, organizing and managing Bristol's Household Hazardous Waste Collection, and special Electronic Collections.

Fiscal Year 2020 Goals and Accomplishments:

- Maintained level of service for weekly municipal refuse, recycling, bulk and yard waste collection.
- Reduced Department's overtime cost associated with the City's annual fall leaf collection program.
- Reduced the amount of illegal bulk in the City by promoting the Department's bulk collection program and increasing the enforcement of illegal bulk activity.
- Administered deployment of new replacement recycling, refuse and yard waste barrels.
- Modified solid waste collection route to improve safety.
- Maintained compliance with CT DEEP environmental permits and regulations.
- Reconstructed transfer station retaining wall (brush drop off).
- Implemented Trash to Treasure program.
- Increased employee education and training in safety, vehicle preventive maintenance and customer service.

Summary of Fiscal Year 2020-2021 Budget:

- Increased cost to dispose of municipal single stream recycling. Current recycling processing cost is based on commodity market price of recyclable items. Due to the continuing decline in recycling commodity prices City processing cost have increased from \$75/ton to approximately \$85/ton.
- Implement program to rotate use of Department rear packer refuse truck for bulk pickup to reduce vehicle breakdowns and increase rear packer reliability.
- Audit residential recycling barrels to evaluate program and educate residents.

Fiscal Year 2021 Goals:

- Reduce service requests associated with weekly collection of municipal refuse and recyclables.
- Increase enforcement to reduce illegal bulk activity throughout the City.
- Continue to promote Reduce/Recycle/Reuse program to reduce municipal solid waste quantities in order to reduce recycling and refuse disposal cost.

Long Term Goals:

- Develop and implement programs to reduce the quantity of solid waste generated within the City through education and public awareness to reduce disposal cost of refuse and recyclable material.
- Investigate equipment to replace use of rear packer refuse trucks for special items including bulk pick-up, leaf and Christmas tree collections.
- Increase sale price and the number of items collected at transfer station to reduce disposal cost.

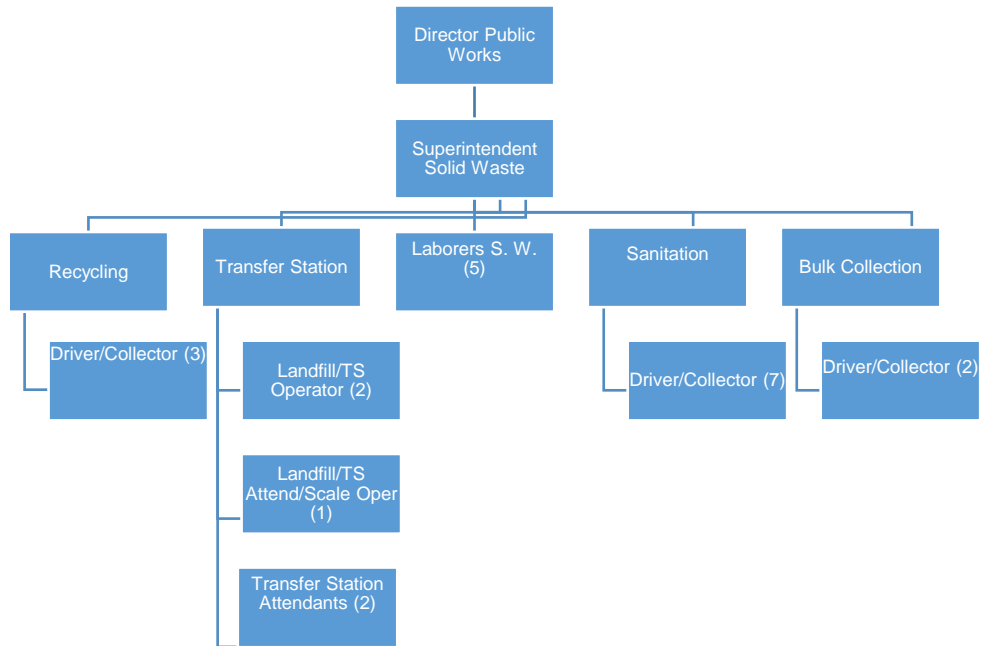
Performance Measures

Activity	FY 2018	FY 2019	FY 2020
Transfer Station–MSW, tons/yr.	2,100	2,150	2,257
Transfer Station- Paint Recycled, tons per year	12	19	16
Transfer Station-# of Res. Permits	8,500	9,078	9,377
Rubbish Collection, tons/yr.	14,900	16,127	16,821
Recycling Bi-Weekly, coll., tons/yr.	4,900	4,225	4,283
Yard Waste Collection, tons/yr.	2,250	2,325	2,331
Yard Waste Collection, customers	3,600	3,782	4,052
Bulk Collection, tons/yr.	625	500	701
Leaf Bag Collection, tons/yr.	1,500	1,335	1,498
Christmas Tree Collection, tons/yr.	26	25	21

Expenditure and Position Summary

	2019 Actual	2020 Estimated	2021 Budget
Salary Expenditures	\$953,526	\$1,068,900	\$1,095,985
Full Time Positions	17.5	17.5	18

Organizational Chart



Note: Two Transfer Station Attendants, One Transfer Station Attendant/Scale Operator and Two Transfer Station Operators are funded through the Transfer Station Fund (Special Revenue Fund).



Budget Highlights

0013016 PUBLIC WORKS SOLID WASTE

OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$857,596	\$919,965	\$986,480	\$1,010,985	\$1,010,985
515100		OVERTIME	95,293	77,400	82,410	85,000	85,000
517000		OTHER WAGES	637	0	10	0	0
TOTAL SALARIES			\$953,526	\$997,365	\$1,068,900	\$1,095,985	\$1,095,985
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES AND SERVICES	\$1,175	\$1,000	\$1,000	\$1,000	\$1,000
534200		ENVIRONMENTAL MONITORING	43,050	35,000	27,000	35,000	30,000
542110		HAZARDOUS WASTE COLLECTION	11,439	9,000	17,000	14,000	14,000
543000		REPAIRS AND MAINTENANCE	52	0	0	0	0
554000		TRAVEL REIMBURSEMENT	0	50	50	0	0
557700		ADVERTISING	0	200	200	0	0
581120		CONFERENCES AND MEMBERSHIPS	0	230	230	400	400
TOTAL CONTRACTUAL SERVICES			\$55,716	\$45,480	\$45,480	\$50,400	\$45,400
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$5,666	\$10,000	\$7,000	\$45,000	\$40,000
TOTAL SUPPLIES AND MATERIALS			\$5,666	\$10,000	\$7,000	\$45,000	\$40,000
CITY REFUSE COST							
542120		TIPPING FEES	\$802,600	\$1,182,450	\$1,182,450	\$1,160,610	\$1,160,610
TOTAL CITY REFUSE COST			\$802,600	\$1,182,450	\$1,182,450	\$1,160,610	\$1,160,610
OPERATING TRANSFERS OUT							
590000		TRANSFER TO SOLID WASTE FUND (121)	(\$802,600)	(\$1,182,450)	(\$1,182,450)	(\$1,160,610)	(\$1,160,610)
TOTAL OPERATING TRANSFERS OUT			(\$802,600)	(\$1,182,450)	(\$1,182,450)	(\$1,160,610)	(\$1,160,610)
CAPITAL OUTLAY							
579999		EQUIPMENT	\$0	\$0	\$0	\$30,000	\$0
TOTAL CAPITAL OUTLAY			\$0	\$0	\$0	\$30,000	\$0
TOTAL PW SOLID WASTE			\$1,014,908	\$1,052,845	\$1,121,380	\$1,221,385	\$1,181,385

Public Works – Fleet Maintenance

James DiVirgilio, Public Works Fleet Manager
 860-584-7792 Ext.. 3
 jamesdivirgilio@bristolct.gov

Service Narrative

The Public Works Fleet Maintenance Division is dedicated to managing a fleet of mechanically safe, and dependable vehicles, utilizing diagnostics programs, welding and fabrication, parts management, and preventative maintenance procedures to maintain effective delivery of fleet services. Responsibilities include, providing general maintenance and repair to approximately 150 vehicles and large pieces of construction equipment for a number of Divisions. Solid Waste Division has a fleet of seventeen automated trucks used daily for rubbish pick-up, yard waste collection, and recycling routes. While the automated trucks perform a very efficient function in the collection of rubbish, yard waste, and recycling; the trucks do require Ext.ra repairs and maintenance associated with their sophisticated hydraulic arms and electronic systems. In addition there are conventional rear packer trucks, transfer station loader and related equipment. The Streets Division has trucks, plows and material spreaders, heavy and light equipment, and power equipment. The Administration and Engineering Divisions have passenger vehicles. Fleet Maintenance also maintains and repairs 110 pieces of small power equipment such as chain saws, pumps and generators.

General preventative maintenance services are provided by the Division to 45 Police Department vehicles, seven Building Department vehicles, three Parks, Recreation, Youth and Community Services Department vehicles, Library Department vehicle, and Human Resource Agency vehicles. Other services include fuel system management, and regulatory compliance, including emission testing, vehicle safety, and garage infrastructure.

Fiscal Year 2020 Goals and Accomplishments:

- Maintained Fleet vehicles and construction equipment to support service level requirements of the Department's Street, Solid Waste and Snow Operations.
- Improved service repairs delivery time and reduced repeat repairs.
- Updated multiyear vehicle and equipment replacement program by analyzing and outlining service needs of the Department.
- Performed diagnostics on equipment and vehicles as part of an ongoing vehicle preventive maintenance program.
- Installed vehicle service lift to improve efficiency and increase capacity to repair Department vehicles.
- Maintained diesel and gasoline fuel system for City vehicles in accordance with CT DEEP requirements.
- Increased employee training and education.

Summary of Fiscal Year 2020-2021 Budget:

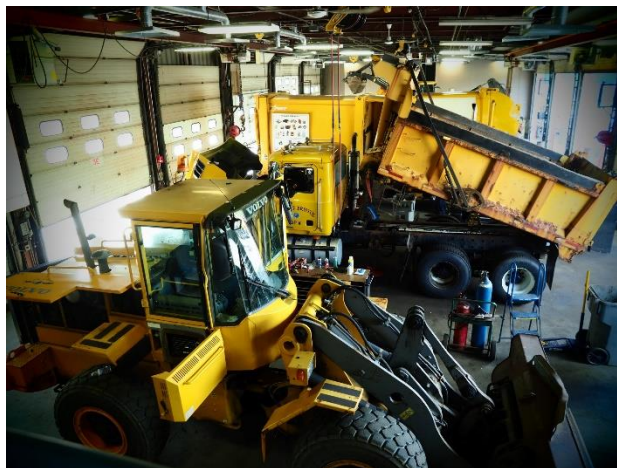
- Install centralized lubrication system to improve efficiency and increase preventative maintenance for Department vehicles.
- Obtain and implement asset management software for fleet operation.
- Administer vehicle and equipment capital outlay program to replace aging vehicles to maintain existing level of service and safety.
- Purchase an asset management software system for Public Works vehicles and construction equipment to assist with accurately reporting fleet costs, including billing, fleet life cycles, maintenance history, and expenses.

Fiscal Year 2021 Goals:

- Maintain inventory, streamline parts and fluids requisition for repairs of City vehicles and equipment maintained by Public Works.
- Implement best management practices to improve levels of service and increase efficiencies.
- Review vendor repair procurement procedures and processes for vehicle and equipment.
- Expand current services to share Fleet services with other City departments to increase efficiencies and reduce cost.

Long Term Goals:

- Implement measures to improve efficiencies to reduce fleet fuel and energy costs including investigating use of alternative fuel vehicles.
- Develop performance metrics for Fleet functions.



Performance Measures

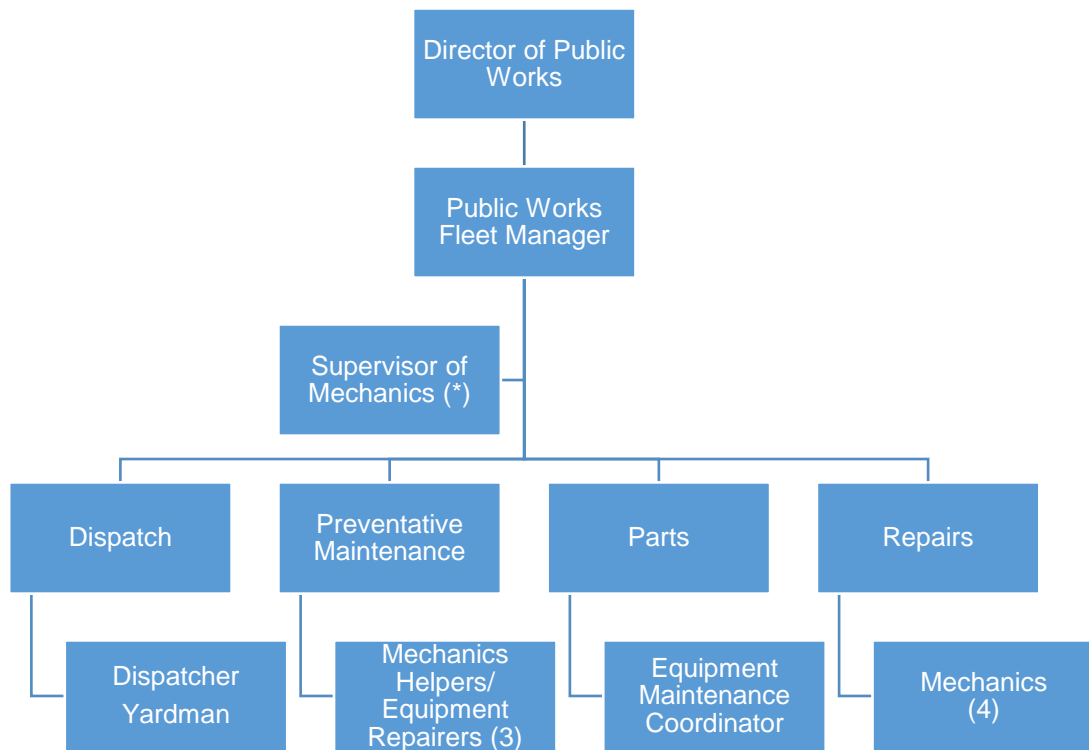
Quantitative:

Activity	FY 18 Actual	FY 19 Actual	FY 20 Actual
Major Vehicle and Equipment Repairs	450	430	360
Miscellaneous Repairs	600	550	560
Vehicle and Equipment Lubrications	325	400	1,200
Tires Changed	300	330	290

Expenditure and Position Summary

	2019 Actual	2020 Estimated	2021 Budget
Salary Expenditures	\$568,008	\$670,035	\$672,540
Full time Positions	10	10	10

Organizational Chart



** Supervisor of Mechanics is an assignment filled by one of the 4 Mechanics when needed to support operations as required*

Budget Highlights

0013017 PUBLIC WORKS FLEET MAINTENANCE

OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
SALARIES							
514000		REGULAR WAGES	\$531,144	\$595,455	\$620,945	\$624,540	\$624,540
515100		OVERTIME	36,864	46,350	47,938	48,000	48,000
517000		OTHER WAGES	0	0	1,152	0	0
TOTAL SALARIES			\$568,008	\$641,805	\$670,035	\$672,540	\$672,540
CONTRACTUAL SERVICES							
541000		PUBLIC UTILITIES	\$19,529	\$24,000	\$24,000	\$24,000	\$24,000
541100		WATER AND SEWER CHARGES	1,513	2,000	2,000	2,000	2,000
543000		REPAIRS AND MAINTENANCE	37,591	35,000	38,000	37,000	37,000
543100		MOTOR VEHICLE SERVICE AND REPAIR	350,413	350,000	359,985	350,000	350,000
544400		RENTS AND LEASES	3,197	10,000	10,000	10,000	5,000
581120		CONFERENCES AND MEMBERSHIPS	213	175	175	175	175
581135		SCHOOLING AND EDUCATION	445	0	0	0	0
TOTAL CONTRACTUAL SERVICES			\$412,901	\$421,175	\$434,160	\$423,175	\$418,175
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$13,807	\$11,000	\$11,000	\$11,000	\$11,000
561800		PROGRAM SUPPLIES	20,692	23,000	23,000	23,000	23,000
562100		HEATING OIL	3,489	5,000	5,000	4,000	4,000
562200		NATURAL GAS	17,805	18,000	18,000	18,000	18,000
562600		MOTOR FUELS	355,221	330,000	330,000	305,000	305,000
563000		MOTOR VEHICLE PARTS	426,482	380,000	380,000	380,000	380,000
563100		TIRES, TUBES, CHAINS, ETC	133,669	120,000	120,000	120,000	120,000
TOTAL SUPPLIES AND MATERIALS			\$971,165	\$887,000	\$887,000	\$861,000	\$861,000
CAPITAL OUTLAY							
579999		EQUIPMENT	\$0	\$0	\$0	\$19,000	0
TOTAL CAPITAL OUTLAY			\$0	\$0	\$0	\$19,000	\$0
TOTAL PW FLEET MAINTENANCE			\$1,952,074	\$1,949,980	\$1,991,195	\$1,975,715	\$1,951,715

Public Works – Snow Removal

Service Narrative

Snow removal is handled by the Streets Maintenance Operations Division of the Public Works Department and consists of clearing and road treatment of the 234 miles of accepted City streets including various municipal and Board of Education parking lots.

The Division purchases treated salt which is applied on the roads. The Division stockpiles its road salt in two storage domes. The main dome on Vincent P. Kelly Road serves as the main storage facility for the City as well as the distribution center for the southern and northeastern parts of the City. The satellite dome on James P. Casey Road serves the northeastern and northwestern parts of the City. Of the Division's twenty-one trucks equipped with salt spreading equipment, nineteen trucks are also equipped with magnesium chloride systems which wet the treated salt as it is being distributed on the roadway surface. This additive enhances the melting capability of the salt and keeps it active at lower temperatures.

Fiscal Year 2020 Goals and Accomplishments:

- Maintained level of service of snow operations to ensure safety of traveling public within the City.
- Improved coordination with Board of Education parking lot snow removal and treatment operations.
- Coordinated storm weather forecast reports with employee overtime call-ins to improve response time.

Summary of Fiscal Year 2020-2021 Budget:

- Investigate and implement alternate methods and procedures to remove snow and de-icing processes.
- Monitor plow routes and prioritize road treatments and plowing based on traffic conditions.
- Improve response to emergency road treatments as needed.
- Obtain spare truck plow to improve fleet reliability during snow operations.

Fiscal Year 2021 Goals:

- Explore advances in snow de-icing treatment to protect the environment.
- Develop performance metrics for snow operations.
- Investigate and implement measures to reduce use of contractors for snow operations.
- Investigate and implement revisions to snow service contract provisions to improve response time and performance of contract snow operation services. Potential revisions include adjustment to existing rates in order to match current compensation provided by adjacent communities.
- Implement best management practices to improve level of service and increase efficiencies.

Long Term Goals:

- Investigate implementing a policy of mandatory call in and overtime for employees during winter operations.
- Analyze use of GPS for snow operation vendors to monitor location and work performed.

Budget Highlights

0013018 PUBLIC WORKS SNOW REMOVAL

OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
SALARIES							
515100	OVERTIME		\$259,156	\$250,000	\$262,955	\$270,000	\$270,000
	TOTAL SALARIES		\$259,156	\$250,000	\$262,955	\$270,000	\$270,000
CONTRACTUAL SERVICES							
531000	PROFESSIONAL FEES AND SERVICES		\$4,236	\$5,500	\$5,500	\$5,500	\$5,500
543000	REPAIRS AND MAINTENANCE		4,522	4,000	4,000	4,000	4,000
543100	MOTOR VEHICLE SERVICE AND REPAIR		0	10,000	10,000	10,000	10,000
544410	SNOW PLOWING FEES		243,126	300,000	300,000	300,000	300,000
	TOTAL CONTRACTUAL SERVICES		\$251,884	\$319,500	\$319,500	\$319,500	\$319,500
SUPPLIES AND MATERIALS							
561800	PROGRAM SUPPLIES		\$537,432	\$462,500	\$462,500	\$480,000	\$480,000
563000	MOTOR VEHICLE PARTS		10,887	10,000	10,000	10,000	0
563100	TIRE, TUBES, CHAINS, ETC		2,110	6,000	6,000	6,000	6,000
	TOTAL SUPPLIES AND MATERIALS		\$550,429	\$478,500	\$478,500	\$496,000	\$486,000
CAPITAL OUTLAY							
579999	EQUIPMENT		\$0	\$0	\$0	\$8,000	\$0
	TOTAL CAPITAL OUTLAY		\$0	\$0	\$0	\$8,000	\$0
	TOTAL PW SNOW REMOVAL		\$1,061,469	\$1,048,000	\$1,060,955	\$1,093,500	\$1,075,500



Public Works – Major Road Improvements

Service Narrative

The Public Works Major Road Improvements portion of the budget is managed by the Engineering Division and provides the annual funding needed to maintain the 234 miles of the City's roadway infrastructure which includes travel-way maintenance (pavement overlays, crack sealing, crack filling, curb installation and repair), sidewalk repairs fronting on City properties, pavement excavation repairs (Permanent Patch program), and road surface treatment (nova-chip, etc.).

Fiscal Year 2020 Goals and Accomplishments:

- Administered Department of Public Works expanded Major Road Improvement programs, funding increased through an annual State grant which has been in excess of \$2.4 million annually.
- Maintained procedures to improve and repair utilities located on City Street prior to performance of major road maintenance.
- Improved City Roadway Condition Rating of City Roads from 75.67 to 80.

Summary of Fiscal Year 2020-2021 Budget:

- Maintain Fiscal Year 2019-2020 City funding levels. Anticipate additional funding from the State of approximately \$3,700,000 for road improvements
- Expand major roadway work to include replacement of roadway curbing (full roadway length) to maintain curb appeal. Roadway curbing replacement will also include limiting concrete curb to the Federal Hill section of the City.
- Purchase and implement an asset management software system for City roadway conditions to track roadway conditions, determine service life and asset value.
- Improve roadway repairs impacted by utility patches by expanding roadway repair area beyond utility trench to include roadway defects.
- Activity for Major Road Improvements has been moved from the General Fund to a newly established fund, Road Improvements Fund. The General Fund appropriation to this fund is budgeted in Operating Transfers.

Fiscal Year 2021 Goals:

- Maintain current Roadway Condition Rating of City Roads.
- Investigate alternatives for roadway surface treatments.
- Maintain high level of and ensure compliance with City roadway and infrastructure construction standards.
- Improve coordination with public utility companies to limit disturbance to City roads.

Long Term Goals:

- Maintain current Roadway Condition Rating of City roads.
- Investigate alternatives for roadway surface treatments.
- Maintain high level and ensure compliance with City roadway and infrastructure construction standards.
- Improve coordination with public utility companies to limit disruption to City roads.

Performance Measures

Activity	FY 2018	FY 2019	FY 2020
Sidewalk repairs (square)	3,200	5,200	11,100
New Bituminous Curbing (linear ft.)	1,700	4,000	3,000
Pavement Crack Filling (lane miles)	8	5	
Annual Road Resurfacing			11
Pavement Resurfaced (miles)	12	12	11
Pavement Milling (miles)	12	12	0
Surface Treatment (miles)	2	3	1.5
Reclamation Base Repairs (miles)	3	4	20
Handicap Ramp Installation (each)	12	42	2,000
Slipform Concrete Curb (linear ft.)	2,300	1,800	14
Storm Drainage Repairs (road miles)	7	15	3,265
Roadside Barrier/Bridge Abutment (ft.)	200	180	620
Police Traffic Control (hours)	310	280	

Budget Highlights

0013019 PUBLIC WORKS MAJOR ROAD IMPROVEMENTS

OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
SALARIES							
515100		OVERTIME	\$34,177	\$22,000	\$22,750	\$22,000	\$22,000
		TOTAL SALARIES	\$34,177	\$22,000	\$22,750	\$22,000	\$22,000
CONTRACTUAL SERVICES							
543000		REPAIRS AND MAINTENANCE	\$2,253,716	\$1,500,000	\$4,677,788	\$1,500,000	\$0
543001	19G18	MUNICIPAL GRANT	2,486,925	0	0	0	0
		TOTAL CONTRACTUAL SERVICES	\$4,740,641	\$1,500,000	\$4,677,788	\$1,500,000	\$0
		TOTAL PW MAJOR ROAD IMPROVE.	\$4,774,818	\$1,522,000	\$4,700,538	\$1,522,000	\$22,000



Public Works – Railroad Maintenance

Service Narrative

The Public Works Railroad Maintenance cost center is managed by the Public Works Engineering Division. Responsibilities include coordinating the maintenance functions for the City's 1.9-mile long railroad spur and siding that serves the northwest industrial park and includes an elevated bridge and three (3) at-grade crossings. The maintenance functions are contracted out to a railroad maintenance company that is required to inspect, clear brush from, and make repairs to the railroad spur and siding as necessary. The Division oversees the performance of the yearly inspection and maintenance efforts to ensure railroad reliability for business along the spur.

Fiscal Year 2020 Goals and Accomplishments:

- Completed capital improvement project to reconstruct Route 6 railroad crossing.
- Expanded and completed major program to replace rail ties and rails along railroad line.

Summary of Fiscal Year 2020-2021 Budget:

- Maintain existing level of service
- Coordinate Connecticut Department of Transportation paving of Route 6.
- Remove existing railroad ties (1,800) located along railroad line.

Fiscal Year 2021 Goals:

- Improve rail road level of service and maintain rail line safety.
- Improve coordination with Pam Am rail.

Long Term Goals:

- Replace originally installed 100 and 107 pound rail with 115 pound rail.

Budget Highlights

0013020 PUBLIC WORKS RAILROAD MAINTENANCE			2019	2020	2020	2021	2021
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
CONTRACTUAL SERVICES							
541000		PUBLIC UTILITIES	\$286	\$300	\$300	\$300	\$300
543000		REPAIRS AND MAINTENANCE	7,411	9,000	15,500	9,000	9,000
544400		RENTS AND LEASES	4,481	5,000	5,000	5,000	5,000
589100		MISCELLANEOUS RAILROAD UPKEEP	72,758	30,000	50,040	30,000	30,000
TOTAL CONTRACTUAL SERVICES			\$84,936	\$44,300	\$70,840	\$44,300	\$44,300
TOTAL PW RAILROAD MAINTENANCE			\$84,936	\$44,300	\$70,840	\$44,300	\$44,300



Public Works – Other City Buildings

David P. Oakes, Public Facilities and Energy Manager
860-584-6107
davidoakes@bristolct.gov

Service Narrative

This budget is administered by the Building Maintenance Division and provides for maintenance repairs and renovations for the Animal Control Facility, the City's five Firehouses, Beals Senior Community Center, Youth Services, Public Works City Yard facilities, Main Library, Manross Library and other buildings transferred to the City. Transferred buildings include schools closed by the Board of Education and properties obtained by the City through purchase and foreclosure actions. Duties include minor and major maintenance as well as coordination with outside vendors for maintaining the building structures and plant.

Fiscal Year 2020 Goals and Accomplishments:

- Managed maintenance operations and repair to City Firehouses, Senior Center, Youth Services, Animal Control and Library facilities.
- Monitored engineering consultant preparation of HVAC improvements at Fire Headquarters. Convert heating system from heating oil to natural gas.
- Restored vestibules at 51 High Street building to maintain historic aesthetic of building.
- Complete indoor air quality studies at all Fire Houses based on staff concerns.
- Replaced Senior Center chiller electrical feeds, including conduit runs. Work at Senior Center also included the replacement of steel utility access hatches.
- Upgraded lighting fixtures at Main Library to LEDs, including Exterior lighting.
- Completed annual State required painting of Animal Control kennels and associated kennel fencing repairs to meet established standards.

Summary of Fiscal Year 2020-2021 Budget:

- Obtain adequate funding to maintain and improve City Building infrastructure, grounds and occupant comfort.
- Purchase additional floor cleaning machine to maintain buildings.
- Continue to administer City Council Building Committee projects including Senior Center sidewalks and floor tile replacement, boiler replacement at High Street building and Main Library plaster repairs/lead abatement.

Fiscal Year 2021 Goals:

- Establish an annual contract to provide inspections and services on all City building roof systems to maintain existing warranties.
- Develop an inventory of HVAC stock supplies (motor, pumps and miscellaneous components) to proactively be prepared for breakdowns and minimize down time of equipment.

Long Term Goals:

- Establish a long term capital improvement program for Other City Buildings for the replacement of equipment and infrastructure, including but not limited to: HVAC equipment, roofing systems, underground storage tank removals, fire safety systems, elevators, windows and doors.

Public Works

Budget Highlights

0013021 PUBLIC WORKS OTHER CITY BUILDINGS

OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
CONTRACTUAL SERVICES							
541000		PUBLIC UTILITIES	\$70	\$5,000	\$5,000	\$5,000	\$1,000
541100		WATER AND SEWER CHARGES	0	4,000	4,000	4,000	1,000
543000		REPAIRS AND MAINTENANCE	86,929	100,000	102,450	100,000	100,000
TOTAL CONTRACTUAL SERVICES			\$86,999	\$109,000	\$111,450	\$109,000	\$102,000
SUPPLIES AND MATERIALS							
561400		MAINTENANCE SUPPLIES AND MATERIALS	\$575	\$2,000	\$2,000	\$2,500	\$2,500
562200		NATURAL GAS	0	500	500	500	0
TOTAL SUPPLIES AND MATERIALS			\$575	\$2,500	\$2,500	\$3,000	\$2,500
TOTAL PW OTHER CITY BUILDINGS			\$87,574	\$111,500	\$113,950	\$112,000	\$104,500

Public Works – Fleet

James DiVirgilio, Public Works Fleet Manager
860-584-7792 Ext.. 100

Service Narrative

This Division manages the capital fleet and equipment purchases and replacements for Public Works. The Division researches and drafts detailed specifications for procurement of fleet vehicles and equipment, as part of the approved annual budget. As part of asset management, fleet condition is analyzed, life expectancy is forecasted, and a replacement schedule is established to focus on meeting the operational needs of each division. The Division continually seeks ways to achieve greater reliability and lower operational and maintenance expenditures.

Budget Highlights

0013026 PUBLIC WORKS FLEET

OBJECT	PROJECT	DESCRIPTION	2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
CAPITAL OUTLAY							
561300	20005	TIRES	\$0	\$40,000	\$40,000	\$0	\$0
570400	19012	50 YD CANS	27,000	0	0	0	0
570500	18012	DUMP TRUCK	198,790	0	0	0	0
570500	18018	DUMP TRUCK	198,790	0	0	0	0
570500	18025	DUMP REFUR	22,980	0	0	0	0
570500	19008	10 WHEEL DUMP	229,848	0	0	0	0
570500	19009	DUMP TRUCK	0	0	77,380	0	0
570500	19010	ELGN SWEEPER	222,976	0	0	0	0
570500	19011	RUBBISH TRUCK	275,540	0	0	0	0
570500	19013	REPUR GR35	84,000	0	0	0	0
570500	19014	R/O TRUCK	199,900	0	0	0	0
570500	19015	1500 P/U	29,981	0	0	0	0
570500	20001	10 WHEEL DUMP W/ PLOW	0	238,000	238,000	0	0
570500	20002	33 YD AUTO RUBBISH TRUCKS (2)	0	610,000	581,470	0	0
570500	20003	REFURBISHED DUMP BODY	0	35,000	35,000	0	0
570500	20004	DUMP TRUCK W/ PLOW	0	215,000	215,000	0	0
570500	20014	VEHICLES	0	0	46,150	0	0
570500	21001	RUBBISH TRUCK	0	0	0	0	286,000
570500	21002	DUMP TRUCK	0	0	0	0	240,000
570500	21003	REPURPOSE AUTO RUBBISH TRUCK	0	0	0	0	130,000
570500	21004	MASON DUMPTRUCK	0	0	0	0	130,000
570500	21005	ADMIN SUV	0	0	0	0	32,000
579999		EQUIPMENT	0	0	0	1,361,000	0
TOTAL CAPITAL OUTLAY			\$1,489,805	\$1,138,000	\$1,233,000	\$1,361,000	\$818,000
TOTAL PW FLEET			\$1,489,805	\$1,138,000	\$1,233,000	\$1,361,000	\$818,000

Public Works – Line Painting

Service Narrative

The Public Works Line Painting cost center provides funds for repainting faded pavement markings on approximately 234 linear miles of City streets. The existing roadway painting deteriorates due to age, traffic loads and normal sun damage. The work, which is performed by outside contractors and overseen by the Public Works Engineering Division, consists of the reestablishment of all pavement marking within the City right-of-way, including roadway center lines, pavement edge (fog) lines, crosswalks, stop bars, traffic arrows, and parking spaces. The purpose of this work is to support safe traffic flow on City streets.

Expenditures consist primarily of contracted services of a pavement marking contractor (99% of budget). However, account expenditures also includes overtime for inspection and traffic control provided by off duty police.

Fiscal Year 2020 Goals and Accomplishments:

- Engineering Department oversees the installation of epoxy paint pavement markings in accordance with Manual on Uniform Traffic Control Devices (MUTCD) standards (crosswalks, stop bars, roadway center lines, edge lines and traffic signal markings).
- Maintained existing roadway pavement markings to ensure vehicle safety while traveling City roadways.

Summary of Fiscal Year 2020-2021 Budget:

- Maintain existing pavement line painting level of service.

Fiscal Year 2021 Goals:

- Inspect and evaluate existing roadway pavement markings for deficiencies.
- Recommend and coordinate modification to pavement markings with Police Department Traffic Control Division to improve safety.
- Maintain the Department of Public Works Graphical Information System (GIS) pavement marking layer.
- Maintain roadway pavement marking program to ensure compliance with MUTCD standards.
- Implement best management practices to maintain roadway pavement markings.

Long Term Goals:

- Improve roadway pavement markings on City roads to support autonomous and self-driving vehicles.
- Implement pavement marking asset management system.

Budget Highlights

0013027 PUBLIC WORKS LINE PAINTING			2019 ACTUAL EXPENDITURE	2020 ORIGINAL BUDGET	2020 REVISED BUDGET	2021 BUDGET REQUEST	2021 APPROVED BUDGET
OBJECT	PROJECT	DESCRIPTION					
SALARIES							
515100		OVERTIME	\$0	\$525	\$525	\$3,000	\$525
		TOTAL SALARIES	\$0	\$525	\$525	\$3,000	\$525
CONTRACTUAL SERVICES							
531000		PROFESSIONAL FEES	\$105,564	\$110,000	\$182,961	\$110,000	\$100,000
		TOTAL CONTRACTUAL SERVICES	\$105,564	\$110,000	\$182,961	\$110,000	\$100,000
SUPPLIES AND MATERIALS							
561800		PROGRAM SUPPLIES	\$0	\$500	\$500	\$1,500	\$1,500
		TOTAL SUPPLIES AND MATERIALS	\$0	\$500	\$500	\$1,500	\$1,500
		TOTAL PW LINE PAINTING	\$105,564	\$111,025	\$183,986	\$114,500	\$102,025

Public Works – Street Lighting

Service Narrative

The City purchased the roadway street lighting infrastructure from Connecticut Light and Power (now Eversource Energy) in December 2014. The Engineering Division manages the City LED street lighting system (repairs street light outages and coordinates installation of new lights). The Public Works Department is responsible for the maintenance and utility costs associated with more than 5,480 streetlights, as well as the installation of new streetlights at locations approved by the Miscellaneous Matters Committee of the Board of Public Works. Maintenance and new installations are done under contract by a private vendor working for the City.

Fiscal Year 2020 Goals and Accomplishments:

- Managed City LED street lighting system (repair street light outages and coordinates installation of new lights).
- Revised street light maintenance contract unit payment items, quantities and provisions to reduce cost and improve response time.
- Implemented measure to standardize street lights on newly constructed subdivision roads.

Summary of Fiscal Year 2020-2021 Budget:

- Maintain LED street light level of service on City streets.
- Address need for additional street lighting in areas where there are no utility poles.

Fiscal Year 2021 Goals:

- Minimize street light outages and repair time by improving coordination with City vendor and Eversource Energy.
- Improve communication and coordination with Eversource Energy of pole replacement and maintenance.
- Increase schedule requirements associated with developer installation of street lights on new subdivisions.
- Maintain LED street light layer on the Department of Public Works Graphical Information System (GIS).

Long Term Goals:

- Investigate and implement street light technologies associated with dimmer control street lights and public Wi-Fi access.
- Improve energy efficiency of street lights to reduce electrical costs.

Budget Highlights

0013040 PUBLIC WORKS STREET LIGHTING			2019	2020	2020	2021	2021
OBJECT	PROJECT	DESCRIPTION	ACTUAL EXPENDITURE	ORIGINAL BUDGET	REVISED BUDGET	BUDGET REQUEST	APPROVED BUDGET
CONTRACTUAL SERVICES							
541200		STREET LIGHTING	\$149,005	\$150,000	\$150,000	\$150,000	\$150,000
543000		REPAIRS AND MAINTENANCE	62,071	78,000	78,000	78,000	78,000
TOTAL CONTRACTUAL SERVICES			\$211,076	\$228,000	\$228,000	\$228,000	\$228,000
TOTAL PW STREET LIGHTING			\$211,076	\$228,000	\$228,000	\$228,000	\$228,000

